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ASSESSING AN ANIMAL HUMANE SOCIETY USING MCKINSEY'S 7S FRAMEWORK TO MAKE RECOMMENDATIONS FOR ORGANIZATIONAL IMPROVEMENT

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Assessing an Animal Humane Society Using McKinsey's 7s Framework to Make
Recommendations for Organizational Improvement

For the degree of Master of Science in Industrial Technology



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ASSESSING AN ANIMAL HUMANE SOCIETY USING MCKINSEY'S 7S
FRAMEWORK TO MAKE RECOMMENDATIONS FOR ORGANIZATIONAL
IMPROVEMENT

A Thesis

Submitted to the Faculty

of

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by

Tandreia S. Dixon

In Partial Fulfillment of the

Requirements for the Degree

of

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To my Mom, Dad, Brother, my extended family, and all those that have impacted
my life up until now.

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ABSTRACT

Dixon, Tandreia S. M.S.I.T., Purdue University, May 2012. Assessing an Animal Humane Society Using McKinsey's 7S Framework to Make Recommendations for Organizational Improvement. Major Professor: Kathyne A. Newton.

An organization's effectiveness is predicated upon the degree of fit and alignment of its internal components. Organizational effectiveness and alignment are both essential to successfully create and implement strategies within an organization. An animal humane society suffering from employee turnover wanted to improve their organizational effectiveness. There were strategies and recommendations provided for employee turnover; in hope of successful implementation, the researcher investigated the animal humane society further by evaluating the current state of the organization with an organizational framework. The McKinsey 7s's Strategic Readiness Survey derived from the McKinsey 7s framework was used to evaluate the current state of the factors within the organization that influenced organizational effectiveness and the successful creation and implementation of strategies. Analyzed and interpreted data from the survey revealed that the current state of all factors had been recognized as a problem and to address them some action plans had been initiated. Based upon the results, the researcher recommended reviewing and

revising the strategies and recommendations created for employee turnover to ensure all McKinsey 7s factors were taken into consideration. The tactic was viewed as a way to implement strategies to minimize employee turnover while improving the current state of the McKinsey 7s factors and the animal humane society's organizational effectiveness.

CHAPTER 1. INTRODUCTION

An animal humane society wanted to improve its organizational effectiveness because it had been suffering with multiple organizational matters such as employee turnover. Strategies had been created but not implemented in the animal humane society. In hope of successful implementation, the researcher investigated the animal humane society further by evaluating the current state of the organization with an organizational frame work. This chapter will discuss the significance and purpose that led to this study. It also presents the assumptions, limitations and delimitations under which this research is conducted.

1.1 Problem Statement

The animal humane society that will be referenced in the study is located in northwestern Indiana. The animal humane society is a private, non-for-profit 502© 3 organization, that is a limited animal shelter dedicated to preventing cruelty, relief of suffering among animals, and humane education. The animal humane society's organizational structure is made up of 14 board of directors, 5 management personnel, and over 100 volunteers that vary from month to month.

The animal humane society's management initially sought help from a researcher of Purdue University's Technical Assistance Program (TAP) which

provides technical, technology adoption, and performance improvement assistance to organizations through programs and services. The researcher initially began a project through TAP working with the existing executive director of the animal humane society. At that time, the executive director defined the scope of the project as improving the animal humane society's organizational effectiveness because it had been suffering with multiple organizational matters such as employee turnover. There was also a request that the researcher review the animal humane society's company culture and make recommendations for improvement. The executive director was looking for new insight to create strategies for the future. The researcher began collecting information on organizational policies, processes, and procedures at the animal humane society. As time progressed, the executive director resigned as well as the president of the board of directors. The turnover in leadership emphasized the importance of the organizational issue the animal humane society was facing.

Shortly after resignation of the existing executive director, her position was filled, and the researcher worked with the new executive director until the completion of the project. While working with the new executive director, the researcher collected more information about the animal humane society by guiding the organization's management through a strengths, weakness, opportunities, and threats (SWOT) analysis. The information collected from the analysis was used to evaluate the current state of the animal humane society to identify apparent issues that may have impacted the organization's employee turnover. Occurrences of the issues that appeared the most from the swot

analysis were deemed important and were addressed first. The issues include for strengths: community service and education awareness, weaknesses: communication and image, opportunities: employee education, and threats: governmental policy and finances. The researcher began to create strategies and make recommendations for the issues to sustain the strengths, strengthen the weakness, take advantage of the opportunities and minimize the threats. The recommendations that addressed employee turnover resulted in revisions of the animal humane society's handbook, the creation of an onboarding orientation training template and a skills training and competency model.

While investigating the literature, the researcher discovered the need to evaluate the animal humane society's current state with an organizational framework. The framework would be used to evaluate the factors within the organization that impacts organizational effectiveness and the successful creation and implementation of strategies.

1.2 Significance

The animal humane society had been dealing with competitors in the same community that refused to have any affiliation with them. The presence of competition displayed the importance the improvement of organizational effectiveness and employee turnover being minimized. This would position the animal human society to offer the best possible services to customers so they could gain a competitive advantage. According to Cawsey, Deszca, and Ingols

(2012) “when organizations enhance their effectiveness, they increase their ability to generate value for those they serve” (p. 2).

Also, when personnel within an organization believe they have identified problems that exist and want to change, according to Waterman, Peters & Phillips (1980) it is necessary that an organization take in consideration a multiplicity of factors, see Figure 1.1 below. According to Waterman, Peters, & Phillips (1980) “effective organizational change is really the relationship between structure, strategy, systems, style, skills, staff, and something we call subordinate goals” (p. 17). The idea that carefully planned strategies don’t work is a failure in execution that results from negligence of the other S’s (Waterman, Peters, & Phillips, 1980).

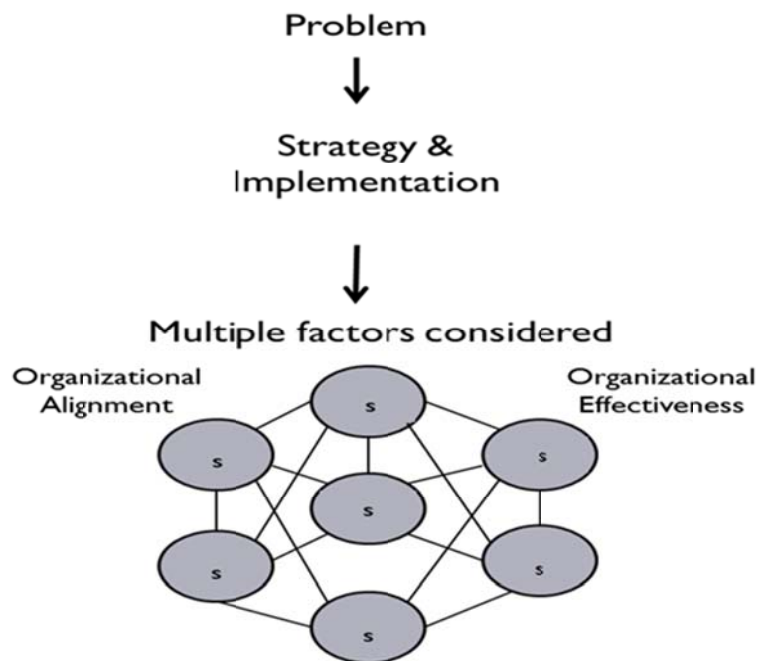


Figure 1.1 Multiple Factors Considered

Organizations have the tendency to create and implement strategies to address problems that often times fail. According to Kotter (2012), research has been validated by studies that, “approximately 5% of all organizations implement their strategies successfully, and 70% of strategic initiatives fail to meet their objectives. The remaining 25% have some middling success but do not meet the full potential of the strategy devised” (para. 4). Please refer to Figure 1.2 below which a graphical depiction of strategy implementation statistics.



Figure 1.2 Strategy Implementations (Kotter, 2012)

1.3 Statement of Purpose

The purpose of this study was to evaluate the current state of the animal humane society by using the McKinsey 7s's Strategic Readiness Survey to determine the status of each factor in the organization that is based upon the McKinsey 7s framework.

Deliverables for the overall project will include: data analysis from the distributed survey, explanations of analysis from the McKinsey's 7s's Strategic Readiness Survey- Interpretation Sheet, and the researcher's recommendations.

1.4 Research Questions

RQ1: What does the evaluation of the current state of the animal human society identify about the McKinsey 7s factors in relationship to organizational effectiveness?

RQ2: Are there any measurement differences between the evaluated results of the McKinsey 7s factors?

1.5 Assumptions

The following assumptions were inherent to the pursuit of this study:

- The animal humane society's personnel will be willing to participate in the survey.
- The researcher will communicate and disperse the survey through the executive director's list serve, which should include; board of directors management, and most frequent volunteers.

1.6 Limitations

The following limitations are inherent to the pursuit of this study:

- The primary limitation of the project was the limited time (1 to 2 ½ months) available to collect, analyze, and deliver results from survey data.
- The number of survey responses from the animal humane society would limit validity of the data.
- There was a small sample because of the organizational size of the animal humane society (board of directors, management, and most frequent volunteers).

1.7 Delimitations

The following delimitations are inherent to the pursuit of this study:

- This study did not focus on operational or organizational efficiency.
- There was not a tool used to measure how effective the recommendations of improvement are.

1.8 Definitions

McKinsey's 7S Framework –is a configuration of 7 different factors that reflect an organization's characteristics including: structure, strategy, subordinate goals, systems, staff, style, and skills (Waterman, Peters & Phillips, 1980).

Organizational Change- is planned alterations of organizational components to improve the effectiveness of an organization (Cawsey, Deszca, & Ingols, 2012).

Organizational Effectiveness – is a function of the degree of fit among the McKinsey 7s factors (Cawsey, Deszca, & Ingols, 2012).

CHAPTER 2. LITERATURE REVIEW

2.1 Background

According to Newbury et al., (2010), the origin of animal shelters dates back to the late 1800's. Animal shelters were originally created to handle large dogs for short periods and provide care for unwanted and owner relinquished animals. The location of these large scale shelters were in New York, Philadelphia, and Boston. As time has progressed, today's shelter has been found to care for many animals such as domestic, companion, and exotic species (Newbury et al., 2010).

Ammons (2012) stated that communities secure animal control services in a variety of ways. Some contract for these services from another local government unit or from a local humane society. These organizations deliver a wide variety of animal shelter services and programs that include:

Traditional open-admission shelters; care-for-life sanctuaries and hospices; home-based rescue and foster-care networks; virtual internet-based animal transport programs; behavioral rehabilitation centers; limited or planned admission shelters; no-kill or adoption

guarantee shelters; high volume adoption agencies and many permutations of these various approaches (Newbury et al., 2010, p.2).

In order for an organization to provide these services it takes employees to get the job done. According to Rogelberg et al. (2007) one of the issues for animal shelters is employee turnover. When an employee leaves the loss of expertise expectedly has a negative impact on organizational effectiveness (Rogelberg et al., 2007). According to Cawsey, Deszca, and Ingols (2012) “when organizations enhance their effectiveness, they increase their ability to generate value for those they serve” (p. 2).

2.2 Organizational Effectiveness & Alignment

Organizational effectiveness is a function of the degree of fit among the McKinsey 7s factors (Cawsey, Deszca, & Ingols, 2012). According to Cawsey, Deszca, and Ingols (2012) “Overall, lack of fit leads to a less effective organization, a good fit means that components are aligned and the strategy is likely to be attained” (p. 70). According to Harrington and Voehl (2012), organizational alignment “occurs when strategic goals and cultural values are mutually supportive and where each part of the organization is linked and compatible with each other” (p. 1).

Organizational effectiveness is predicated upon alignment and it's essential to successfully produce strategies and implement them. Kathuria, Joshi, and Porth (2007) agreed by stating alignment is important in the creation of strategies and their implementation. Malan (2003) stated when an organization

isn't in alignment it can't be deemed effective. See Figure 2.1 below as a graphical depiction of organizational effectiveness and alignment.



Figure 2.1 Organizational Effectiveness and Alignment (Cawsey, Deszca, and Ingols, 2012; Harrington and Voehl, 2012; Kathuria, Joshi, and Porth, 2007)

Malan (2003) stated it would be impossible for an organization to adapt to expected change to guarantee effectiveness and survival when its different parts are being drawn in different directions. Reaping the results of organizational alignment and effectiveness doesn't happen overnight, there are preliminary steps that are suggested to take place, please see Figure 2.2 below.

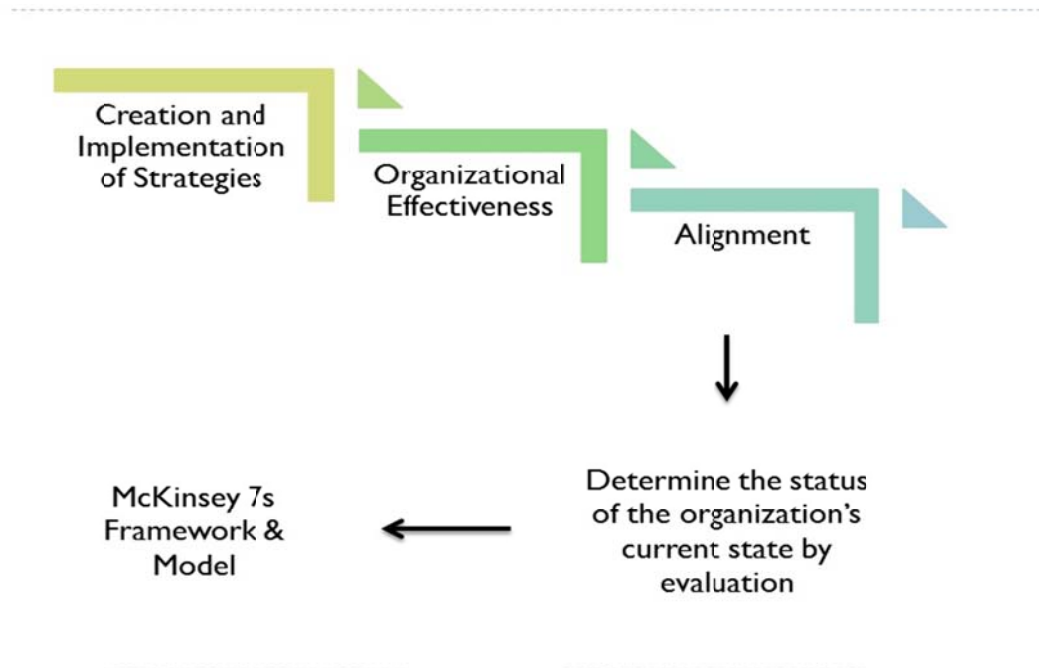


Figure 2.2 Preliminary Steps

The researcher's first steps of determining organizational alignment and effectiveness was by finding a way to determine the status of the organization's current state by evaluation. These facts ultimately emphasize the importance of the Mckinsey's 7S framework

2.3 McKinsey 7S Framework & Model

According to Peters (2011), co-inventor, the McKinsey 7S framework was stemmed from a Mckinsey "business strategy" project intended to create new intellectual property. At that time, there had been recognition of the frequency of brilliant strategies that failed to be implemented effectively. As an inconsequential side project, Peters focused on organization effectiveness and implementation issues. Later, Thomas Peters and Robert Waterman, former McKinsey

consultants, developed a framework that mapped a constellation of interconnected factors that influences an organization's ability to change (Enduring Ideas: The 7-s framework, 2008).

The central idea to this framework is that of organizational effectiveness, which stems from the interaction of several factors and not just one. The factors include: strategy, structure, systems, style, staff, skills, and subordinate goals (Waterman, Peters, & Phillips, 1980). After the creation of the framework, the term subordinate goals was changed to shared values even though they both have the same meaning (Peters & Waterman, 1982). Both terms subordinate goals and shared values have been used interchangeably throughout the description of the McKinsey 7s framework.

The McKinsey 7S framework, has according to its creators, repeatedly demonstrated its usefulness both in diagnosing organizational malaise and in formulating programs for improvement (Shrivastava, 1994, p.916). This means that the McKinsey 7s framework is used to detect by examination, weaknesses in the organization and also to construct programs for improvement. Applying the McKinsey 7s Framework can be used as a method of evaluation in multiple ways including:

Organizational alignment or performance improvement, understanding the core and most influential factors in an organization's strategy, determining how best to re-align an organization to a new strategy or other organization design, and examining the current workings and relations that an organization exhibits (The Organizational Strategist, 2011, para. 1).

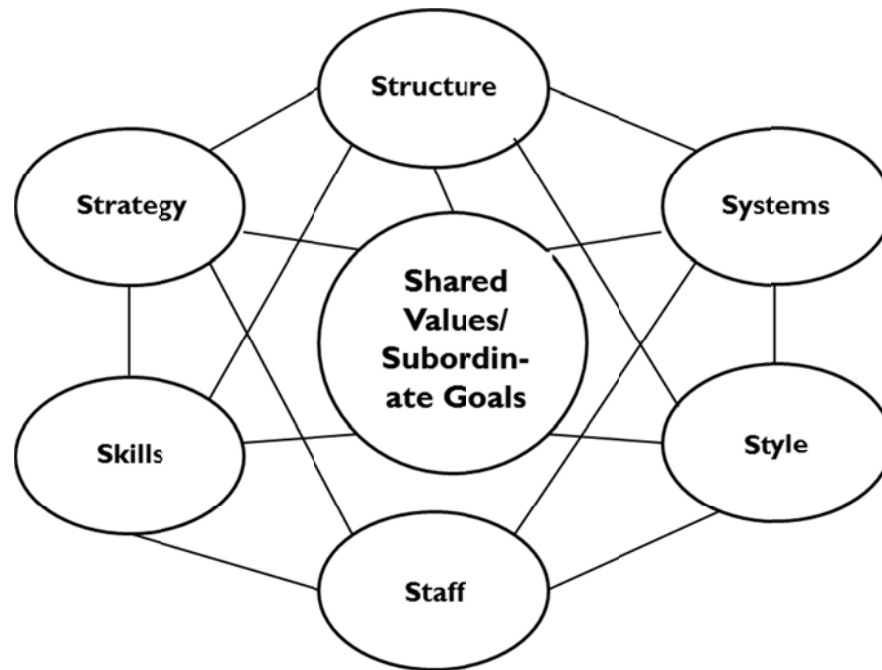


Figure 2.3 McKinsey 7s Model (Waterman, Peters, & Phillips, 1980, p. 18)

According to Waterman, Peters, and Phillips (1980), their framework for organizational change shown above in Figure 2.3 suggests a number of important ideas:

- The first idea is that a multiplicity of factors influences an organization's ability to change and its appropriate mode of change. Further, the idea acknowledges the complexity of the framework and that it should be segmented into manageable parts (Waterman, Peters, & Phillips, 1980).
- The diagram is intended to impart the idea of the interconnectedness amongst all attributes and that it's perhaps impossible, to make substantial progress in one area without making progress in the others. Also the idea of organizational

change that overlooks its aspects or interconnectedness is dangerous (Waterman, Peters, & Phillips, 1980).

- The idea that carefully planned strategies don't work is a failure in execution that results from negligence of the other S's (Waterman, Peters, & Phillips, 1980).
- The notion that the shape of the diagram is significant. It has no suggested beginning or ranked hierarchy. It isn't apparent which of the seven factors would be the driving force in changing a particular organization at a particular time. In some cases the critical variable may vary amongst the 7 factors (Waterman, Peters, & Phillips, 1980).

2.3.1 Structure

Structure is the strategic way an organization is organized to exhibit the coordination of the chain of command, power, and how responsibilities are distributed. Waterman, Peters, and Phillips (1980) stated that structure divides tasks then provides coordination. Structure includes roles, responsibilities and accountability relationships (Binfor & Gyepi-Garbrah, 2013). Structure also is described as those actions that a company plans in response to or anticipation of changes in its external environment its customers, and competitors (Peters, Phillips, & Waterman, 1980).

2.3.2 Strategy

Strategy is an organization's tactic or approach to be successful in their industry by utilizing their resources to meet the needs of their environment. According to Waterman, Peters, and Phillips (1980), a strategy is "those actions that a company plans in response to or anticipation of changes in its external environment- its customers, its competitors" (p. 20). According to Binfor and Gyepi-Garbrah (2013), strategy is "the organization's alignment of resources and capabilities to "win" in the market" (p. 94).

2.3.3 Systems

According to Waterman, Peters, and Phillips (1980), systems are described as "all the procedures, formal and informal, that make the organization go, day-by-day and year-by-year" (p. 21). Binfor and Gyepi-Garbrah (2013) also describes systems as, the business and technical infrastructure that employees use on a day-to-day basis to accomplish their aims and goals.

2.3.4 Style

Style is an organization's shared way of behavior and is ultimately their culture. Waterman, Peters, and Phillips (1980) stated style is described as how a manager spends their time and their symbolic behavior.

Style is the behavioral element that an organizational leadership uses and influences interaction with employees (Binfor & Gyepi-Garbrah, 2013). According to Waterman, Peters, and Phillips (1980), another point is that an organization's style is as a reflection of its culture.

2.3.5 Staff

Staff is considered as people that are developed and work within an organization. Talent management and staffing plans are also taken into consideration with in this factor. Waterman, Peters, and Phillips (1980) describe the staff factor as considering people as resources to be nurtured, developed, guarded, and allocated. Companies pay extraordinary attention to managing what might be called the socialization process in their companies. This especially applies to the way recruits are introduced to the mainstream of their organization and the way the recruits careers develop into future managers (Waterman, Peters, & Phillips, 1980).

2.3.6 Skills

Skills are described as dominating capabilities or attributes that an organization obtains. Skills are also described as the staff's ability to do the organization's work; it reflects in the performance of the organization. (Waterman, Peters, & Phillips, 1980; Binfor & Gyepi-Garbrah, 2013)

2.3.7 Subordinate Goals or Shared Values

According to Waterman, Peters, and Phillips (1980) “the word superordinate literally means of higher order” (p.24). Superordinate goals are the important ideas around how a business is constructed and is described as being an organization’s guiding concepts, values, and aspirations (Waterman, Peters, & Phillips, 1980)

2.4 Evaluation Instrument

The first evaluation instrument discovered by the researcher was James Mosley’s and Douglas Swaitkowski’s Organizational Readiness Inventory (ORI) as published in “the 2000 Annual: Volume” (Beich, 2000: p.117). The ORI consisted of a seventy-seven statement inventory, eleven for each of the seven factors of the 7s model; scoring sheet and an Interpretation sheet. Individuals that completed the inventory simply read each statement, reflected on how it pertains to their organization, and choose which of the five responses best fit the organizations current way of doing things. When the tool was published in the 2000 Annual: Volume 2 Consulting, it was stated based on trials to take thirty-five to forty-five minutes to complete the instrument with background information provided (Beich, 2000). When the instrument was tested, it took about thirty minutes to score and individuals that reviewed the instrument thought it was too cumbersome to complete.

As research progressed, the researcher discovered Malan (2003). The instrument used in Malan’s study was the McKinsey 7s’s Strategic Readiness

Survey which was inspired by Mosley and Swaitkowski's ORI. The instrument makes use of a thirty-five statement inventory, five of each of the seven factors of the McKinsey 7S's framework (Malan, 2003). It also has an interpretation and scoring sheet. Respondents are required to complete the survey by choosing from five responses, strongly disagree to agree, to best fit the way that the organization is currently doing things (Biech, 2000: p 119). The instrument normally does not take longer than fifteen to twenty minutes to complete with an overview of background information. The researcher proposed to use the version of Malan's (2003) instrument in evaluating the animal humane society. The instrument was chosen because according to Beich (2000) it provides a way to evaluate how the organization evaluates itself based on the seven factors and reflects what individuals believe and feel internally.

2.4.1 Reliability

James Mosley's and Douglas Swaitkowski's Organizational Readiness Inventory (ORI) published in "the 2000 Annual: Volume" (Biech, 2000), was noted that the tool was an informal diagnostic tool rather than a formal data gathering instrument. Also, at the time, there had been no formal studies conducted on the instrument, so there was no data available on reliability and validity.

Since then in Malan's study, there had been a reliability analysis done on the seven factor groupings (7s's) used in the instrument. It was mentioned by Malan (2003) that every factor had an Alpha reliability coefficient that was high except Structure. There was an item correlation of -.0211 for question six that

was a problem. The author decided to invert question six as the wording “destabilization”. That may have caused a misunderstanding as a negative, resulting in a .0211 correlation. Also the alpha coefficient was raised from .4651 to .4858 (Malan, 2003). Table 2.1 below, is an illustration of the reliability for the completed survey as a per 5-item factor. An achieved alpha reliability coefficient of 0.7 or 70% indicted good reliability (Malan, 2003).

Table 2.1 Reliability Analysis (Malan, 2003)

McKinsey 7s Factor	Alpha Reliability Coefficient	Reliability (%)
Structure	.4858 (inverted)	48.58
Strategy	0.7955	79.55
Systems	0.6956	69.56
Shared Values	0.8629	86.29
Skills	0.7578	75.78
Staffing	0.7198	71.98
Style	0.754	75.40

2.5 Chapter Summary

Employee turnover can negatively impact an organization’s organizational effectiveness. To enhance organizational effectiveness the alignment of organizational factors should be taken into consideration because it’s essential in the successful creation and implementation of strategies. The McKinsey 7s’s Strategic Readiness Survey will be used to evaluate the current state of the animal humane society based on the McKinsey 7s framework.

CHAPTER 3. METHODOLOGY

This chapter is an over view the researcher's study that consists of the application of the McKinsey 7s's Strategic Readiness Survey that will evaluate the animal humane society's current state based on the McKinsey 7s framework.

3.1 Research Type

The type of research conducted on the animal humane society was a quantitative descriptive study. The descriptive study offered the researcher a profile to describe relevant aspects of the variables of interest from an organizational perspective (Bougie & Sekaran, 2010). In the study's context the variables of interest are the McKinsey 7s factors. The McKinsey 7s's Strategic Readiness Survey was the instrument used to evaluate the organization's current state by providing a description of the animal humane society's organizational factors that influence organizational effectiveness. The survey was distributed to capture the quantitative responses from the animal humane society's personnel.

3.2 Sampling Strategy

The sample size for the project was 19. The number was determined by convenience sampling that consisted of the number of board of directors, management, and most frequent volunteers of the animal humane society.

3.3 Administration of the Instrument and Data Collection Methods

The McKinsey 7s's Strategic Readiness Survey was administered online through a survey tool called Qualtrics. A sample of the survey created in Qualtrics is located below in Figure 3.1

PURDUE UNIVERSITY

The organization maintains high ethical standards in its business pursuits.

Strongly Disagree Disagree Neither Agree nor Disagree Agree Strongly Agree

My managers provide regular feedback to me in respect of my general performance.

Strongly Disagree Disagree Neither Agree nor Disagree Agree Strongly Agree

The organization has a low personnel turnover rate.

Strongly Disagree Disagree Neither Agree nor Disagree Agree Strongly Agree

Figure 3.1 Qualtrics Survey Sample

A link to the survey was given to the executive director of the animal humane society which she distributed through her list serve. The researcher and

her Principal Investigator's email was attached to the survey in case participants had any questions. The researcher also posted fliers a few days before the survey opened on Qualtrics to make sure it was publicized. The survey was open for a week; there was an additional email sent mid-week as a reminder that it was still open for access.

3.3.1 Participants Anonymity, Confidentiality, and Volunteerism

According to Biech (2000), anonymity is critical for obtaining unbiased data from the survey participants. The anonymity, confidentiality, and volunteerism in the researcher's study were mandated by the Institutional Review Board and critical to be adhered to. There was no way to identify how a specific individual responded to their survey to ensure they were kept anonymous. Participant responses were handled with great care and were ensured that they wouldn't be called out for their responses. All the raw data from the surveys were kept confidential and the animal humane society did not have access to the information. After the study was completed, all survey responses were destroyed. There was also no pressure from management for prospective participants to take the survey; it was voluntary.

3.4 Sampling Inaccuracy

The researcher discovered that there was a miscommunication with the animal humane society's executive director about the number of people the survey was distributed to. There was an agreement that the survey be sent to the

board of directors, management, as well as the most frequent volunteers which was assumed to be 19 possible participants. Later, there was confirmation by the executive director upon completion of the study that the 19 possible participants the researcher was aware of consisted only of the board of directors and management. Also, the executive director not only sent the survey to the most frequent volunteers but the whole volunteer population which accounted for 183 possible participants. The survey was disbursed to a total of 202 participants and given 13 respondents the response rate decreased to 6.4%.

3.5 Data Analysis

The participants that completed the survey didn't score their own results. The researcher was responsible for compiling the scores and recording the data. Once the data was collected, it was placed on the McKinsey 7s's Strategic Readiness- Scoring Sheet located in Appendix B. The scoring sheet obtains 7 charts, each individually representing one of the McKinsey 7s factors. Question numbers from the survey applicable to the McKinsey 7s factors were represented in each chart. For each agreement rating that came from the survey responses, there was a particular numerical value assigned to each question. There is an example below in Table 3.1.

Table 3.1 Agreement Rating (Malan, 2003)

Agreement Rating	Value
1 (Strongly Disagree)=	-2
2 (Disagree)=	-1
3 (Neither agree or disagree)=	0
4 (Agree)=	1
5 (Strongly Agree)	2

After the corresponding numerical value was assigned to the agreement ratings in the McKinsey 7s's Strategic Readiness Survey- Scoring Chart shown in Table 3.2 below, the numerical values were added together to obtain the composite score. The sum of the value was placed in the box located in the lower right corner of the chart.

Table 3.2. McKinsey 7s's Strategic Readiness Survey-Scoring Chart (Malan, 2003)

Question No:	3	13	18	31	34
Agreement Rating:	2	4	2	4	3
Value:	-1	1	-1	1	0
Score:					0

Next, the McKinsey 7s's Strategic Readiness Survey- Scoring charts were divided by factors; all composite scores were added and averaged by the number of survey participants, and the averages obtained represented aggregate data. An example of this step is shown below in Figure 3.2. The composite scores five, zero, and three are collected from the factor structure and added together which

equates to eight, then divided by the number of survey participants which is three. The composite score average obtained was 2.66 also referred to as aggregate data; individual scores have no value.

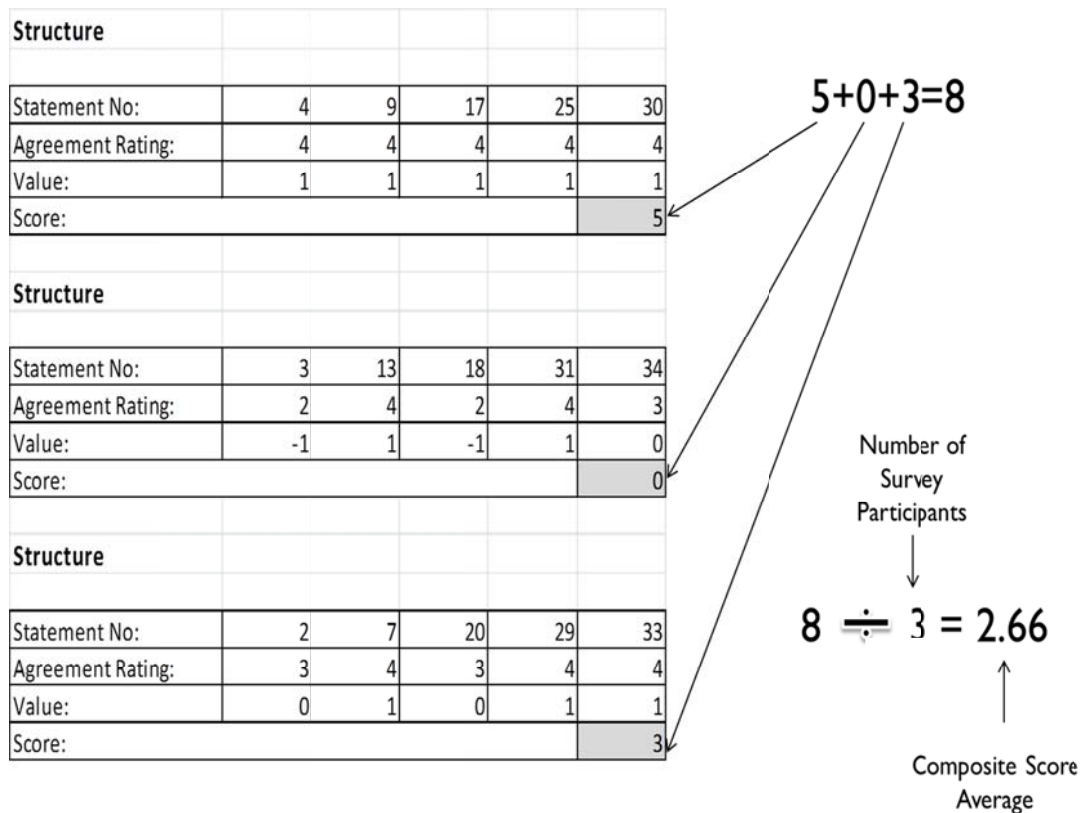


Figure 3.2 Example of Calculating Aggregate Data

The composite score averages would then be plotted on the McKinsey 7s's Strategic Readiness Survey- Profile Sheet. The Profile Sheet reflects the rating of the participants and displays how each of the factors were scored. An example located below in Figure 3.3 shows 2.66, the composite score average for structure plotted on the profile sheet. The Profile Sheet reveals that structure has been recognized as a problem, and structure has initiated some action plans.

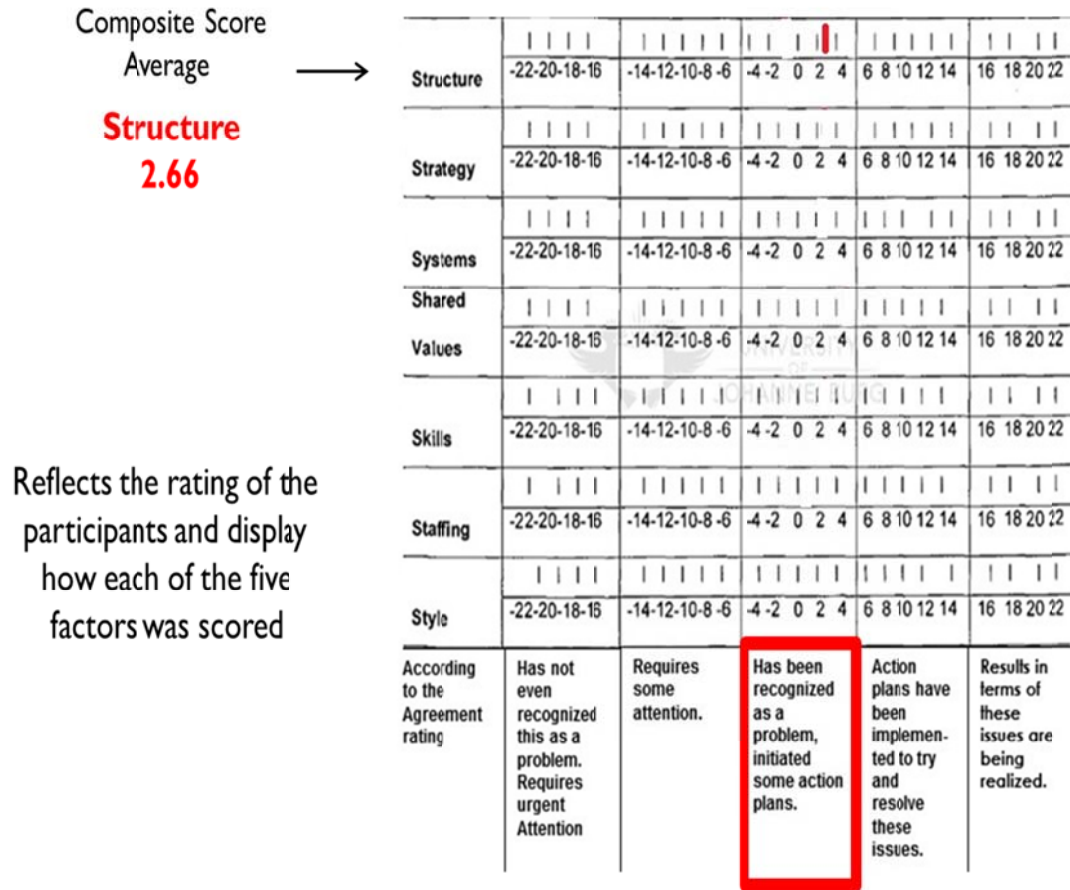


Figure 3.3 Example of Plotted Profile Sheet (Beich, 2000)

The McKinsey 7s's Strategic Readiness Survey-Interpretation sheet located in Appendix E, was used to define what each of the five ratings indicated about the organization. Patterns concerning differences in data will be identified by the use of the McKinsey 7s's Strategic Readiness Survey- Profile Sheet and graphs created with Microsoft's Excel and Minitab statistical software. Lastly these will be indicative for the creation of recommendations to be made.

Raw data was not given to management or the employees of the animal humane society, but after the analysis, conclusive data and recommendations for improvement will be.

CHAPTER 4. RESULTS

4.1 Response Rate

There was an assumption surveys distributed to 19 possible participants that included: the board of directors, full-time, part-time, and most frequent volunteers via the animal human's society's executive director's email. After a week of the electronic survey being open there were a total of 13 surveys completed. Initially the researcher indicated a response rate of 68.4%, but with the survey actually disbursed to 202 participants the response rate decreased to 6.4%. All the participants answered all the questions except for participant 6. Participant 6 did not answer question 21 which stated "Sufficient resources are allocated for personnel development / programs".

4.2 Data Analysis and Interpretations

Analysis was conducted on the data collected from the McKinsey 7s's Strategic Readiness Survey. The data collected was analyzed and interpreted by reviewing responses to survey questions, the creation of charts displaying responses to neither agree nor disagree, and utilizing the McKinsey 7s's Strategic Readiness Survey-Profile Sheet accompanied with histograms.

4.3 Item Analysis of Survey Questions

The Item Analysis of Survey Questions table located in Appendix C displays the response counts of how participants answered each question; there is an example below in Figure 4.1. The percentage of the response counts per agreement rating was calculated on the table as well. With the information gathered thus far, no particular generalizations could be made; the item analysis was just a tool to display the results of the completed surveys.

#	Statement		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
1	The organization maintains high ethical standards in its business pursuits.	Response Count	0	0	0	7	6	13
		%	0.00%	0.00%	0.00%	53.85%	46.15%	100%
2	My managers provide regular feedback to me in respect of my general performance.	Response Count	0	1	10	2	0	13
		%	0	7.69%	76.92%	15.38%	0	100%
3	The organization has a low personnel turnover rate.	Response Count	2	3	4	4	0	13

Figure 4.1 Example of Item Analysis of Survey Questions

4.4 Responses to Neither Agree nor Disagree

For each agreement rating from the survey responses, a numerical value was assigned to each statement ranging from -2 to 2, there is an example located in Table 3.1. The agreement rating for neither agree nor disagree was 3 and the numerical value assigned was 0. This means there was neither a positive or negative impact on the calculated composite scores that were averaged to determine how the factor was rated over all on the McKinsey 7s's Strategic

Readiness- Profile Sheet. There are response count graphs that display the percentage of participants that responded to neither agree nor disagree located in Appendix F. According to the graphs, response percentages per question for all factors range from 0% to 53.85% except Style.

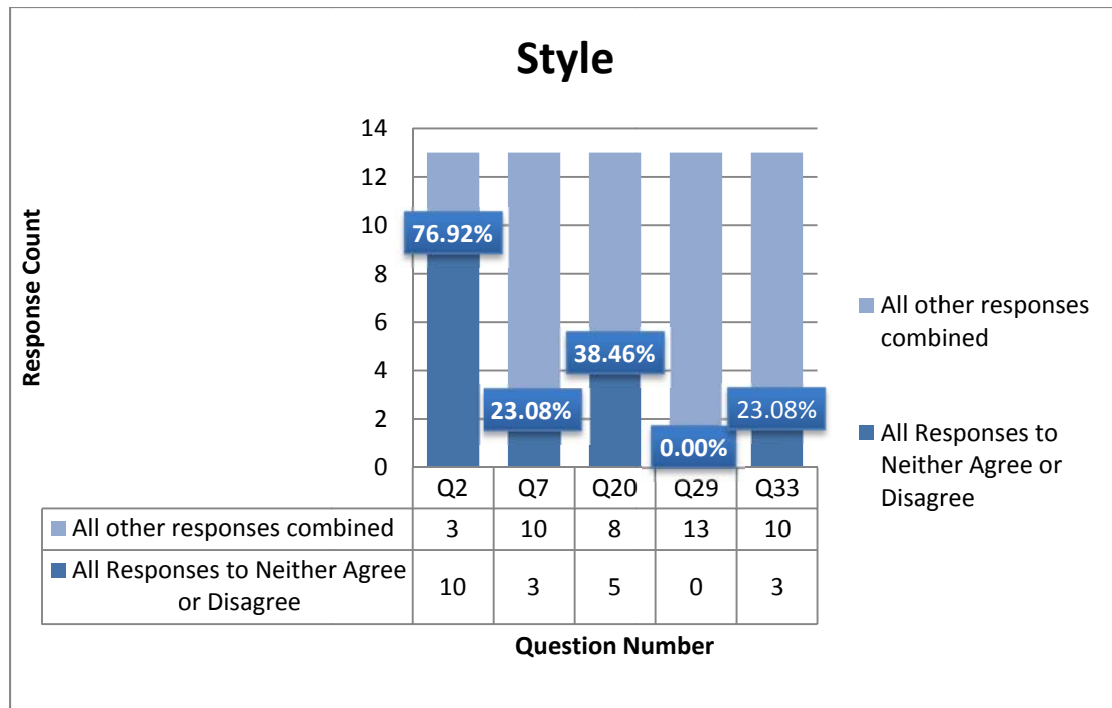


Figure 4.2 Style Response Count Graph for Neither Agree nor Disagree

The graph located above in Figure 4.2 displays 76.92% of participants answered neither agree nor disagree to question 2 pertaining to style. The question stated, “My managers provide regular feedback to me in respect of my general performance”.

4.5 McKinsey 7s's Strategic Readiness Survey- Profile Sheet Accompanied with Histograms

In order to have data relevant to the Mckinsey 7s framework, the calculated results in the McKinsey 7s's Strategic Readiness- Scoring Sheet located in Appendix B were separated by each factor, added together and then divided by the number of survey participants. Ultimately, the composite score averages were calculated to obtain the aggregate data.

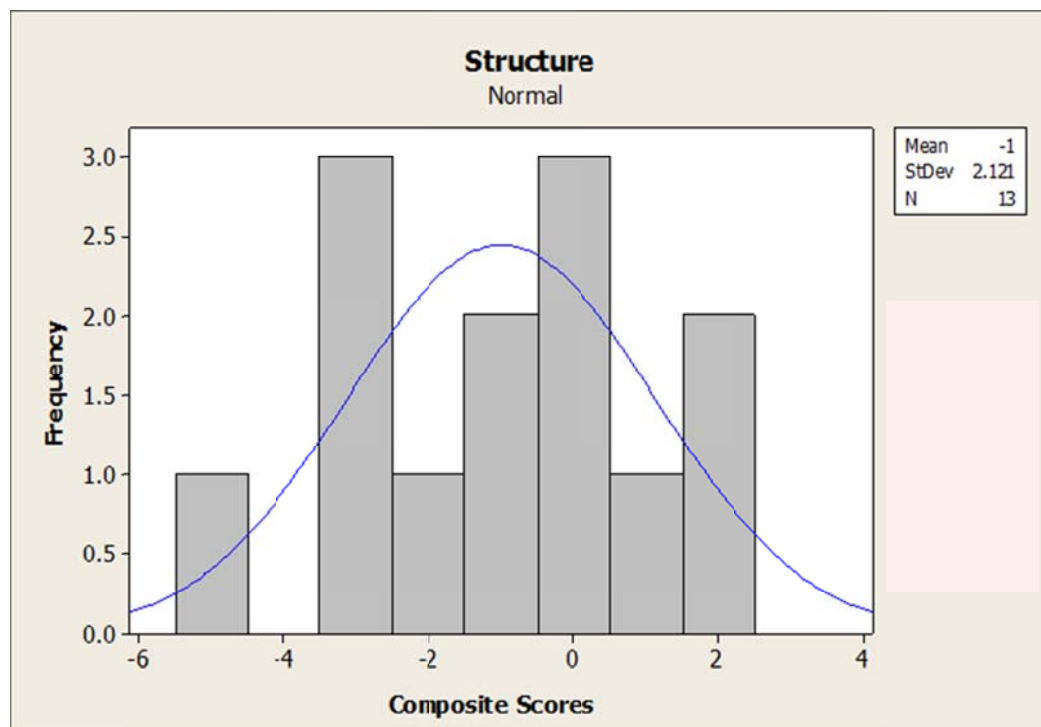


Figure 4.3 Histogram of Structure Composite Scores

Figure 4.3 above is a histogram of Structure, a factor in the Mckinsey 7s framework. The histogram is a graph of the frequency of composite scores that

range from -5 to 2. Each composite score represents an overall generalization of how each participant responded in regard to each factor. The mean of all the composite scores is -1, this is indicated by the peak of the bell curve outlined in blue and the statistic's box located to the right side of the graph. The mean -1 is a generalized representation of how all the participants responded collectively. To view the other factors histograms, see Appendix D.

Table 4.1 below shows the mean composite scores of all the McKinsey 7s factors. According to Table 4.1 scores from the McKinsey 7s factors ranged between -1 to 4.46.

Table 4.1 McKinsey 7s Factor Composite Scores

McKinsey 7s Factors	Profile sheet average score per factor
Structure	-1.00
Strategy	2.69
Systems	2.15
Shared Values	4.46
Skills	2.77
Staffing	0.54
Style	3.08

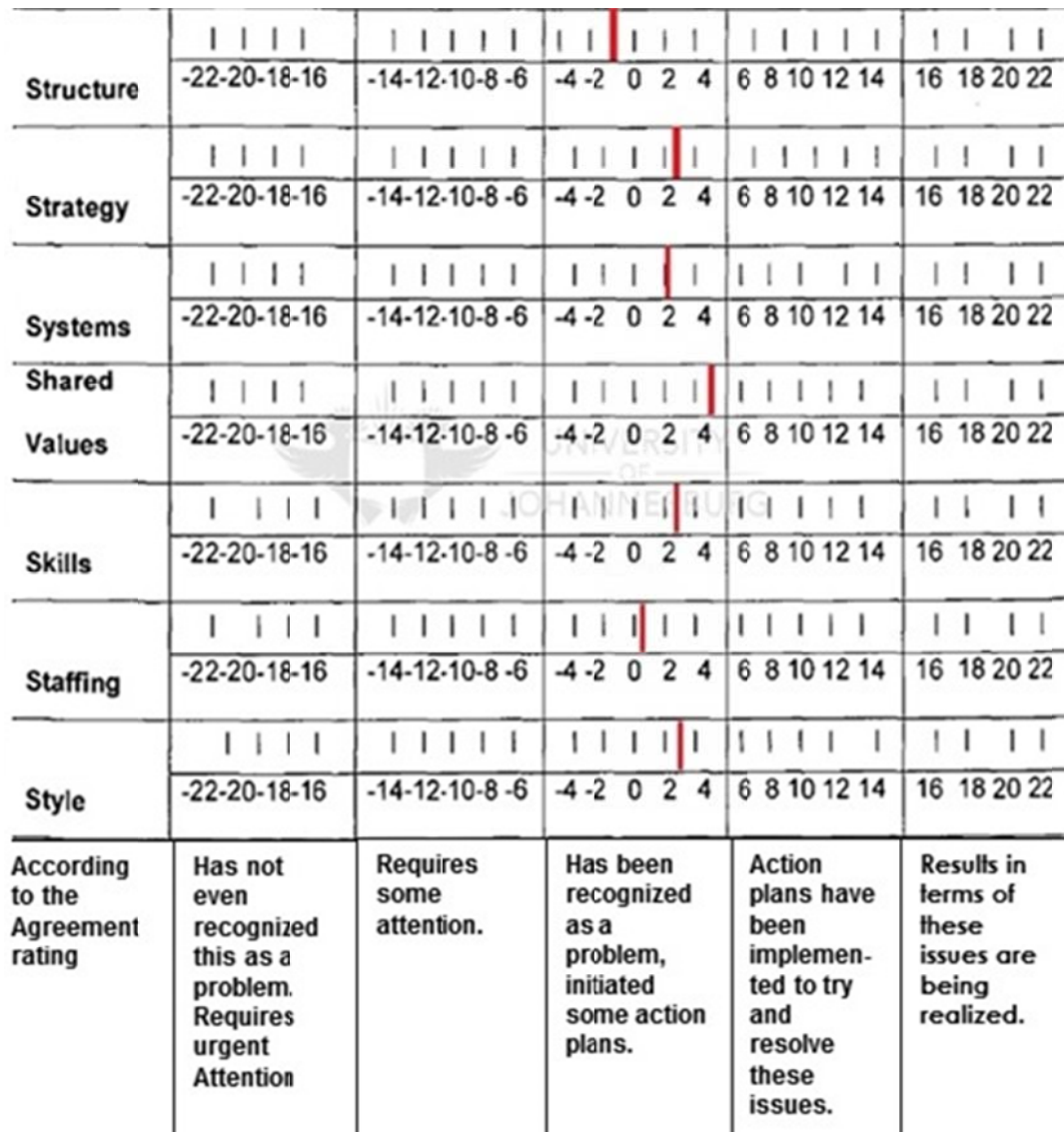


Figure 4.4 McKinsey 7s's Strategic Readiness Survey- Profile Sheet

Figure 4.4 above indicated all factors were plotted between the -4 to 4 interval which display they all have been recognized as a problem and that some action plans have been initiated.

4.6 Findings

Figure 4.5 below displays the summary of responses obtained from the study. Initially, the researcher assumed that the survey was distributed to 19 possible participants; given 13 respondents, the response rate equated to 68.4%. After confirmation of a miscommunication with the animal humane society's executive director, the researcher discovered there were 202 surveys distributed to possible participants. With the number of 13 respondents remaining the same the response rate decreased to 6.4%.

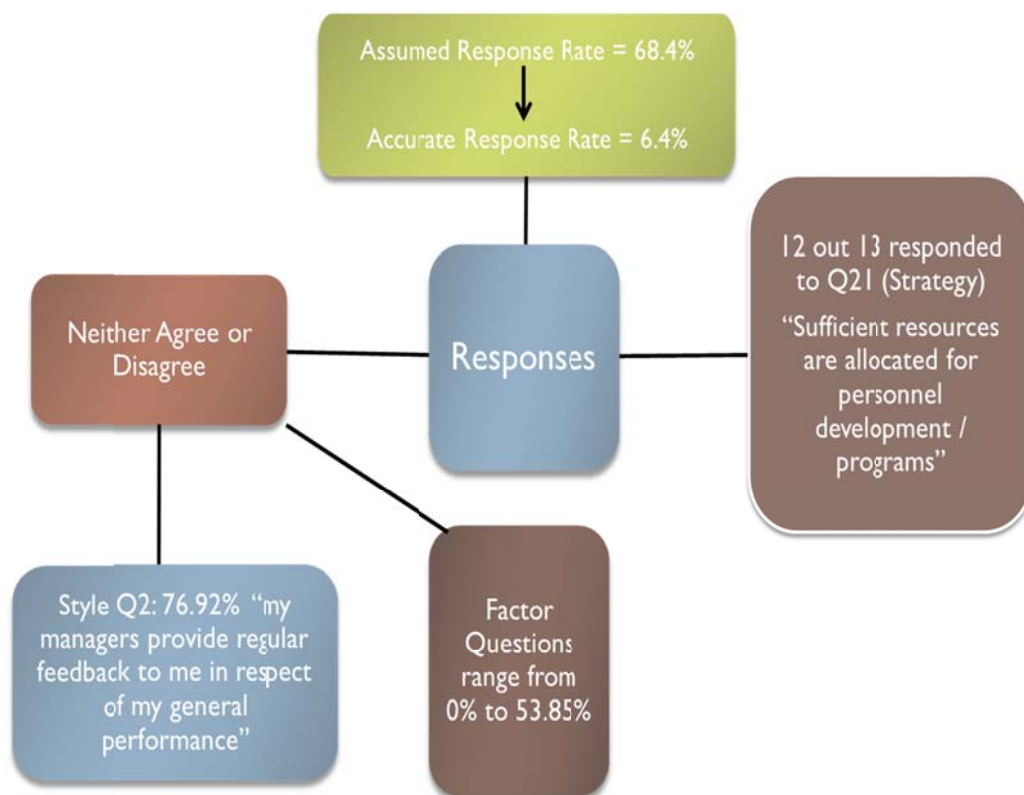


Figure 4.5 Responses Summary

According to The University of Texas at Austin (2011) for acceptable response rates, the average for survey's administered online is 30%. Even though there is no way to validate who took the survey, the researcher's knowledge of the project and responses to questions leads her to strongly believe that the 13 respondents included management and the board of directors. Responses from the data analyzed were shown as if only the board of directors and management were taken into consideration. The Item Analysis of Survey Questions located in Appendix C display all questions were answered by all participants except question 21, 12 out of 13 participants responded.

Located in Appendix F, the graphs that displayed neither agree nor disagree response percentages per question, range from 0% to 53.85% except. For question 2 pertaining to style, data in Figure 4.1 display 76.92% of participants answered neither agree nor disagree. The researcher assumes that the response rate was so high because it didn't pertain to the participant responding. Question 2 states, "My managers provide regular feedback to me in respect of my general performance". If a member of the board of directors responded to the question, there wouldn't be a direct relation to them and their position within the organization.

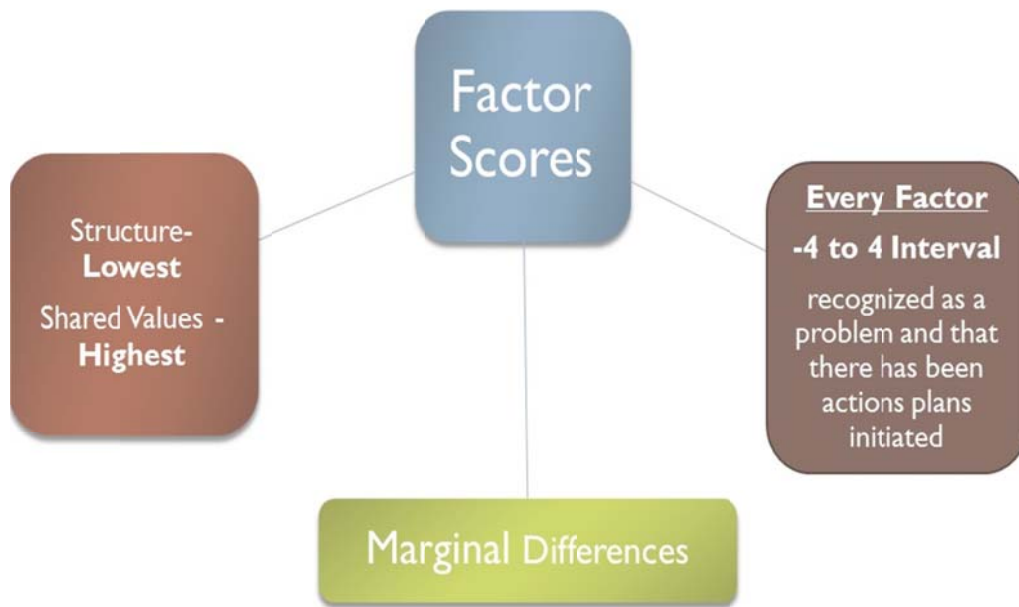


Figure 4.6 Factor Scores Summary

Figure 4.6 above displays the factor scores summary from the study. Table 4.1 displays the mean for each McKinsey 7s factors that include: Structure -1.00, Strategy 2.69, Systems 2.15, Shared Values 4.46, Skills 2.77, Staffing 0.54 and Style 3.08. Structure had the lowest average and Shared Values had highest. According to McKinsey 7s factor composite score averages plotted on Figure 4.4, the McKinsey 7S's Strategic Readiness Survey- Profile Sheet, all the scores didn't have any extreme differences. The scores were all marginal and fell between the -4 to 4 interval. The McKinsey 7S's Strategic Readiness Survey- Profile Sheet, defined the factors plotted within the -4 to 4 interval as has been recognized as a problem and that there has been actions plans initiated. As a supplement to the profile sheet, the McKinsey 7S's Strategic Readiness Survey-

Interpretation Sheet provides a more in depth description of the current state of each factor. In Chapter 5, the researcher will conclude how the results impacted the study.

CHAPTER 5. DISCUSSION, CONCLUSIONS, & RECOMMENDATIONS FOR IMPROVEMENT

5.1 Discussion

Collected, analyzed, and interpreted data from the study has permitted the researcher to answer the research questions posed at the beginning of the study. Research question 1 stated, “What does the evaluation of the current state of the animal human society identify about the McKinsey 7s factors in relationship to organizational effectiveness”?

The McKinsey 7s’s Strategic Readiness Survey -Interpretation Sheet located in Appendix E interprets each interval in the McKinsey 7S’s Strategic Readiness Survey- Profile Sheet. The McKinsey 7S’s Strategic Readiness Survey- Profile Sheet, displayed all Mckinsey 7s factors within the animal humane society were located in the -4 to 4 interval. The interpretation for interval -4 to 4 according to the McKinsey 7S’s Strategic Readiness Survey-Interpretation Sheet says, that the seven factors are recognized as a problem. It also says that some action plans and goals have been created and initiated regarding the factors. Thus far, it may also signify that goals and action plans have been communicated to personnel and they are aware of the organizations direction. It’s important that the action plans are implemented and that the organization doesn’t get complacent with their current state. Personnel would

need to support and help drive the activities that contribute the action plans.

There would be resources needed such as time and money for actions plans and work done to resolve and problems.

Evaluation of the animal humane society's current state indicated that the factor ratings were all alike so it shows their positioning is the same, but their degree of exact alignment cannot be detected. Even though the animal humane society is attentive to all the factors, the action plans created need to be implemented for improvement to impact the organization's effectiveness.

Research question 2 stated, "Are there any measurement differences between the evaluated results of the McKinsey 7s factors"? According to the data plotted on Figure 4.4, the McKinsey 7s's Strategic Readiness Survey- Profile sheet, all the results had marginal differences within the -4 to 4 interval. Structure was plotted closest to interval -14 to -6 that describes that the factor requires some action. Shared Values plotted closest to interval 6 to 14 displays that concerning the factor, action plans have been implemented to try to resolve the issue. These two factors may cause the researcher to believe that either one could be driving forces for the animal humane society. According to Waterman, Peters, and Phillips (1980) it isn't apparent which of the seven factors will be the driving force in changing an organization at a particular point in time. In some cases the critical variable may vary amongst the 7 factors.

5.2 Conclusions

The McKinsey 7s's Strategic Readiness Survey was derived from McKinsey 7s framework used in response to the animal humane society's organizational effectiveness and employee turnover. The survey was dispensed to the animal humane society's personnel to evaluate and determine the current state of all McKinsey 7s factors. The study revealed that all factors of the McKinsey 7s framework in the organization are problem areas and some action plans had been initiated to address those areas.

Even with the change in response rate, the analyzed and interpreted data from the survey indicated and validated that all McKinsey 7s factors have been recognized as a problem and some action plans has been and initiated. But, because of the newly recognized change in response rate all conclusions made are incomplete. Even though there is no way to validate who took the survey because all participants were anonymous, the researcher's intuition leads her to strongly believe that the 13 respondents were apart of management as well as the board of directors.

5.3 Recommendations for Improvement

Based upon the results from the SWOT analysis and the McKinsey 7s's Strategic Readiness Survey, the researcher would recommend reviewing and revising the animal humane society's handbook, onboarding orientation training template and skills training and competency model to ensure they address each of the McKinsey 7s factors. That tactic could be a way to implement strategies to

improve the current state of the McKinsey 7s factors which would impact organizational effectiveness and minimize employee turnover.

According to Cawsey, Deszca, and Ingols (2012) organizational effectiveness is a function of the degree of fit among the McKinsey 7s factors. According to Cawsey, Deszca, and Ingols (2012) “Overall, lack of fit leads to a less effective organization, a good fit means that components are aligned and the strategy is likely to be attained” (p. 70).

Referring to the answer in research question 1, after the action plans have been implemented and improvements made there is no way to tell the degree of alignment amongst all the factors. This is important to determine the organization’s effectiveness and the likely hood of the strategy being implemented to address employee turnover be a success. The researcher suggests attempting to use Pearson’s correlation coefficient using participant responses given a big enough sample size, to determine the strength of the organization’s alignment. A scatterplot matrix with all of the McKinsey 7s factors would need to be created to identify the correlations amongst them, an example is shown below in Figure 5.1. The correlations would measure and identify the strength or degree and direction of relationships.

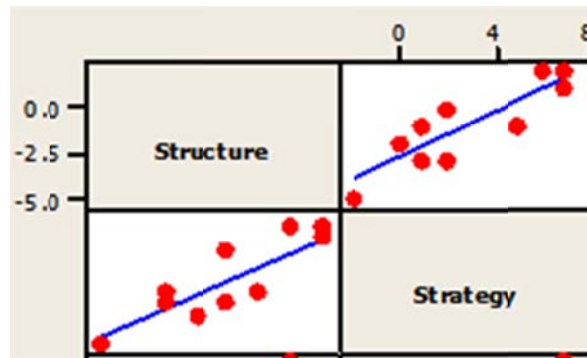


Figure 5.1 Scatter Plot Matrix Example

The correlation coefficient measures the strength or degree of linear correlations on a scale of 1 (positive correlation) to -1 (negative correlation). When a correlation is measured to exactly have a 1 or -1 it is considered to have a perfect relationship, 0 equates to no relationship. If the organization can identify its driving factor, the researcher recommends it to be the independent variable and the other factors dependent variables. This will allow the animal humane society to determine which McKinsey 7s factor relationships need to be strengthened to try and attain a perfect relationship amongst them all. Again, according to Cawsey, Deszca, and Ingols (2012) organizational effectiveness is a function of the degree of fit among the McKinsey 7s factors and “a good fit means that components are aligned and the strategy is likely to be attained” (p. 70).

5.4 Closing Remarks

Recommendations to a future researcher that may reapply the methodology of study would be to find a more effective way to administer the McKinsey's 7s's Strategic Readiness Survey to avoid obtaining a low response rate.

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APPENDICES

Appendix A. McKinsey 7s's Strategic Readiness Survey

Table A.1 McKinsey 7s's Strategic Readiness Survey (Biech, 2000)

No.	Statement	Agreement Rating				
		Strongly Disagree	Disagree	Agree or Disagree	Agree	Strongly Agree
		1	2	3	4	5
1	The organization maintains high ethical standards in its business pursuits.					
2	My managers provide regular feedback to me in respect of my general performance.					
3	The organization has a low personnel turnover rate.					
4	There are opportunities for career development within the organization.					
5	Business goals guide the personnel development activities of the organization.					
6	Recent changes in the organization have resulted in destabilization. (Destabilization- the act of making something less stable)					
7	The input of personnel is valued during decision making.					
8	There is trust in the organization.					
9	Personnel skills are enhanced through training.					
10	I understand the impact of my decisions on organizational processes.					
11	A climate of supportiveness rather than being judgmental exists in the organization.					
12	There are clear guidelines on how tasks should be performed.					

No.	Statement	Agreement Rating				
		Strongly Disagree	Disagree	Agree or Disagree	Agree	Strongly Agree
		1	2	3	4	5
13	The organization appoints personnel from diverse backgrounds.					
14	If the organization is to be successful a consistent plan of action is required.					
15	The organization has implemented quality and continuous improvement initiatives.					
16	In the organization personnel appointments are based on the outcome of structured interview.					
17	Skill development is rewarded in the organization.					
18	Only skilled personnel are employed by the organization.					
19	The organization's strategic planning process is driven by the beliefs, values, and norms of its stakeholders.					
20	The atmosphere in the organization is conducive to teamwork.					
21	Sufficient resources are allocated for personnel development programs.					
22	Internal organizational analysis is done on regular basis in the organization.					
23	All the processes in the organization are documented (e.g. Policies, flow charts, standard operating procedures, protocols etc.).					
24	There is transparency in the organization.					

No.	Statement	Agreement Rating				
		Strongly Disagree	Disagree	Agree or Disagree	Agree	Strongly Agree
		1	2	3	4	5
25	Experience is valued in the organization.					
26	Communication procedures improve the quality of organizational initiatives.					
27	Human resource development policies and procedures shape the manner in which work is performed in the organization.					
28	Organizational goals are supported by financially sound decision-making.					
29	There is room for innovation and creativity in the organization.					
30	Employees perform specific tasks that aid to improvements for the organization.					
31	There are opportunities for advancement in the organization.					
32	The organization has a clear plan of action.					
33	Mistakes are tolerated as a part of the learning curve.					
34	The organization's needs are reflected in the skills of its personnel.					
35	The organization has a "flat" organizational structure (organizational chart).					

Appendix B. McKinsey 7s's Strategic Readiness Survey- Scoring Sheet

Structure

Statement No:					
Agreement Rating:					
Value:					
Score:					

Strategy

Statement No:					
Agreement Rating:					
Value:					
Score:					

Systems

Statement No:					
Agreement Rating:					
Value:					
Score:					

Shared Values

Statement No:					
Agreement Rating:					
Value:					
Score:					

Skill

Statement No:					
Agreement Rating:					
Value:					
Score:					

Staff

Statement No:					
Agreement Rating:					
Value:					
Score:					

Style

Statement No:					
Agreement Rating:					
Value:					
Score:					

Figure B.1 McKinsey 7s's Strategic Readiness Survey- Scoring Sheet (Biech, 2000)

Appendix C. Item Analysis of Survey Questions

Table C.1 Item Analysis of Survey Questions

#	Question		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
1	The organization maintains high ethical standards in its business pursuits.	Response Count	0	0	0	7	6	13
		%	0.00%	0.00%	0.00%	53.85%	46.15%	100%
2	My managers provide regular feedback to me in respect of my general performance.	Response Count	0	1	10	2	0	13
		%	0	7.69%	76.92%	15.38%	0	100%
3	The organization has a low personnel turnover rate.	Response Count	2	3	4	4	0	13
		%	15.38%	23.08%	30.77%	30.77%	0.00%	100%
4	There are opportunities for career development within the organization.	Response Count	1	1	4	7	0	13
		%	7.69%	7.69%	30.77%	53.85%	0.00%	100%
5	Business goals guide the personnel development activities of the organization.	Response Count	0	1	7	5	0	13
		%	0.00%	7.69%	53.85%	38.46%	0.00%	100%

#	Question		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
6	Recent changes in the organization have resulted in destabilization.(Destabilization-the act of making something less stable)	Response Count	3	7	2	1	0	13
		%	23.08%	53.85%	15.38%	7.69%	0.00%	100%
7	The input of personnel is valued during decision making.	Response Count	0	3	3	7	0	13
		%	0.00%	23.08%	23.08%	53.85%	0.00%	100%
8	There is trust in the organization.	Response Count	0	0	4	8	1	13
		%	0.00%	0.00%	30.77%	61.54%	7.69%	100%
9	Personnel skills are enhanced through training.	Response Count	0	3	2	8	0	13
		%	0.00%	23.08%	15.38%	61.54%	0.00%	100%
10	I understand the impact of my decisions on organizational processes.	Response Count	0	0	2	5	6	13
		%	0.00%	0.00%	15.38%	38.46%	46.15%	100%
11	A climate of supportiveness rather than being judgmental exists in the organization.	Response Count	0	2	5	6	0	13
		%	0.00%	15.38%	38.46%	46.15%	0.00%	100%

#	Question		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
12	There are clear guidelines on how tasks should be performed.	Response Count	0	4	4	5	0	13
		%	0.00%	30.77%	30.77%	38.46%	0.00%	100%
13	The organization appoints personnel from diverse backgrounds.	Response Count	0	1	5	6	1	13
		%	0.00%	7.69%	38.46%	46.15%	7.69%	100%
14	If the organization is to be successful a consistent plan of action is required.	Response Count	0	0	1	4	8	13
		%	0.00%	0.00%	7.69%	30.77%	61.54%	100%
15	The organization has implemented quality and continuous improvement initiatives.	Response Count	0	3	3	7	0	13
		%	0.00%	23.08%	23.08%	53.85%	0.00%	100%
16	In the organization personnel appointments are based on the outcome of structured interview.	Response Count	0	1	7	5	0	13
		%	0.00%	7.69%	53.85%	38.46%	0.00%	100%
17	Skill development is rewarded in the organization.	Response Count	0	2	6	5	0	13
		%	0.00%	15.38%	46.15%	38.46%	0.00%	100%
18	Only skilled personnel are employed by the organization.	Response Count	0	5	6	2	0	13
		%	0.00%	38.46%	46.15%	15.38%	0.00%	100%

#	Question		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
19	The organization's strategic planning process is driven by the beliefs, values, and norms of its stakeholders.	Response Count	0	0	3	8	2	13
		%	0.00%	0.00%	23.08%	61.54%	15.38%	100%
20	The atmosphere in the organization is conducive to teamwork.	Response Count	0	0	5	6	2	13
		%	0.00%	0.00%	38.46%	46.15%	15.38%	100%
21	Sufficient resources are allocated for personnel development programs.	Response Count	0	3	6	3	0	12
		%	0.00%	25.00%	50.00%	25.00%	0.00%	100%
22	Internal organizational analysis is done on regular basis in the organization.	Response Count	1	5	5	2	0	13
		%	7.69%	38.46%	38.46%	15.38%	0.00%	100%
23	All the processes in the organization are documented (e.g. Policies, flow charts, standard operating procedures, protocols etc.).	Response Count	2	5	4	2	0	13
		%	15.38%	38.46%	30.77%	15.38%	0.00%	100%
24	There is transparency in the organization.	Response Count	0	0	7	5	1	13
		%	0.00%	0.00%	53.85%	38.46%	7.69%	100%

#	Question		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
25	Experience is valued in the organization.	Response Count	0	0	2	9	2	13
		%	0.00%	0.00%	15.38%	69.23%	15.38%	100%
26	Communication procedures improve the quality of organizational initiatives.	Response Count	0	0	1	11	1	13
		%	0.00%	0.00%	7.69%	84.62%	7.69%	100%
27	Human resource development policies and procedures shape the manner in which work is performed in the organization.	Response Count	0	4	5	4	0	13
		%	0.00%	30.77%	38.46%	30.77%	0.00%	100%
28	Organizational goals are supported by financially sound decision-making.	Response Count	0	1	5	7	0	13
		%	0.00%	7.69%	38.46%	53.85%	0.00%	100%
29	There is room for innovation and creativity in the organization.	Response Count	0	0	0	11	2	13
		%	0.00%	0.00%	0.00%	84.62%	15.38%	100%
30	Employees perform specific tasks that aid to improvements for the organization.	Response Count	0	0	2	11	0	13
		%	0.00%	0.00%	15.38%	84.62%	0.00%	100%
31	There are opportunities for advancement in the organization.	Response Count	0	3	4	6	0	13

#	Question		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
		%	0.00%	23.08%	30.77%	46.15%	0.00%	100%
32	The organization has a clear plan of action.	Response Count	0	0	3	4	6	13
		%	0.00%	0.00%	23.08%	46.15%	46.15%	100%
33	Mistakes are tolerated as a part of the learning curve.	Response Count	0	0	3	10	0	13
		%	0.00%	0.00%	23.08%	76.92%	0.00%	100%
34	The organization's needs are reflected in the skills of its personnel.	Response Count	0	2	6	5	0	13
		%	0.00%	15.38%	46.15%	38.46%	0.00%	100%
35	The organization has a "flat" organizational structure (organizational chart).	Response Count	0	3	7	3	0	13
		%	0.00%	23.08%	53.85%	23.08%	0.00%	100%

Appendix D. Histograms of the McKinsey 7s Composite Scores

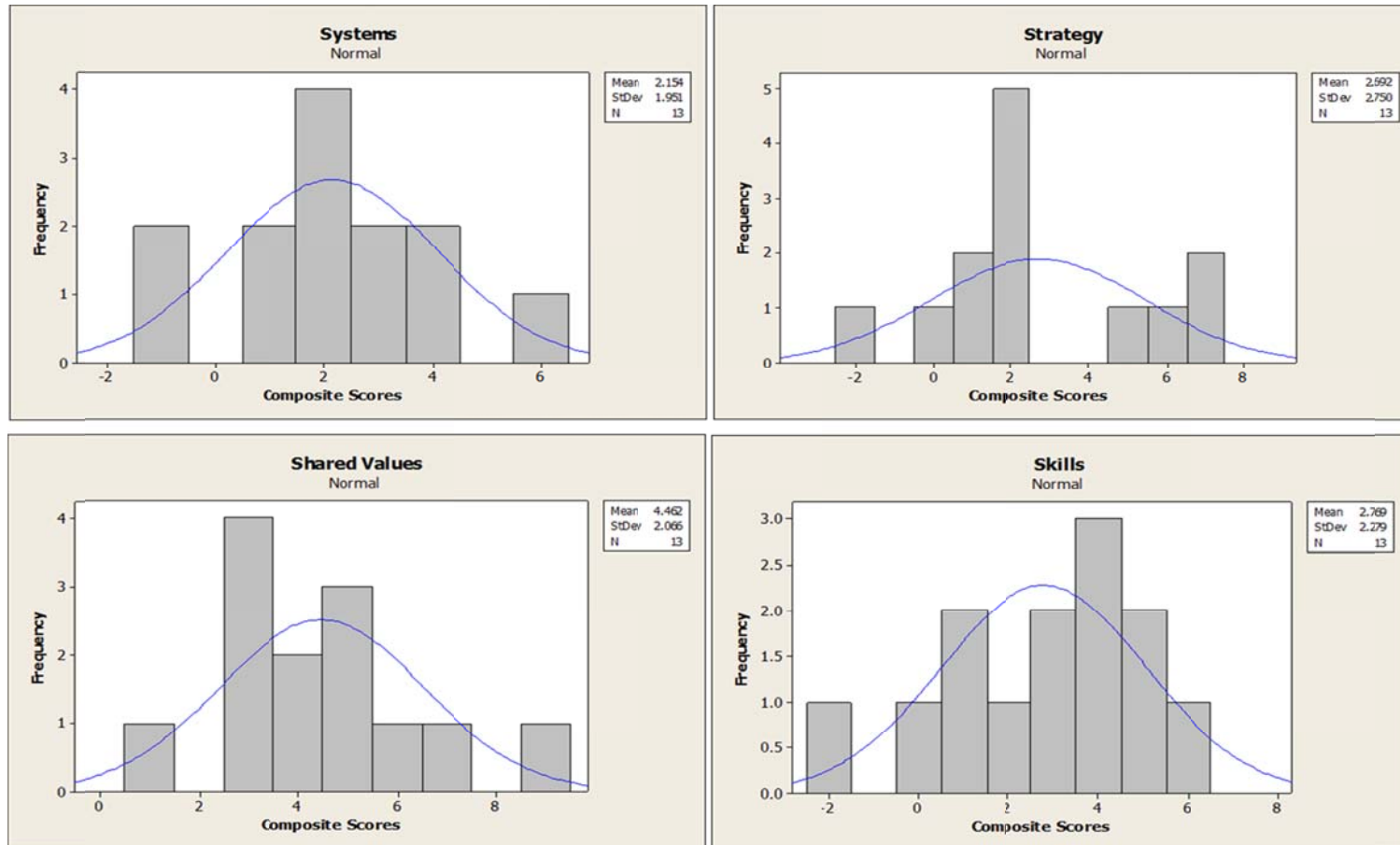


Figure D.1 Histograms of The Mckinsey 7s Composite Scores (Systems, Strategy, Shared Values and Skills)

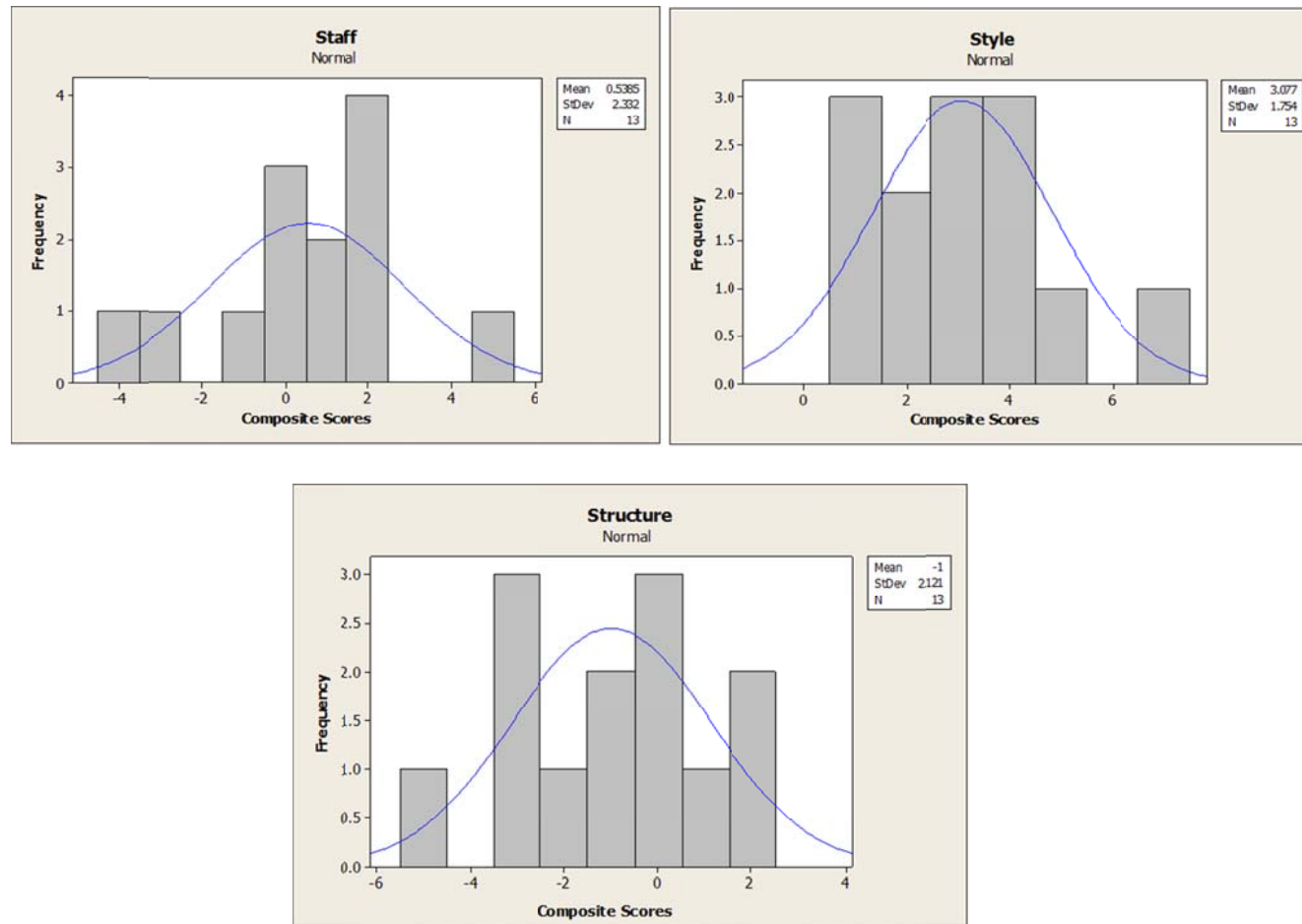


Figure D.2 Histograms of The McKinsey 7s Composite Scores (Staff, Style and Structure)

Appendix E. McKinsey 7s's Strategic Readiness Survey-Interpretation Sheet

After the completion of the profile sheet and graph the mean of each dimension will fall into a certain rating category. General conclusions can be drawn according to this, but an item analysis can be done according to the same principles.

The following are short explanations of what this analysis would mean in terms of the organisation.

Has not even recognised this as a problem. Requires urgent attention.

Rating: -16 to -22

This issue has not even been recognised as a problem in the organisation, personnel feel this issue of the 7S Model has definitely not been addressed by the organisation. The fact that the personnel have identified this dimension as a problem could point to many underlying problems, but at the same time to an equal amount of solutions.

This does not mean that the organisation does not deem this problem to be significant and willing to work towards resolving the problem. Work in initiating and implementing goals and action plans towards resolving these issues may in fact already have been addressed, but not widely or clearly communicated to the rest of the organisation.

Should the organisation's rating fall in this rating category, in any of the seven dimensions, regardless of what the cause may be, this should signal a warning to the organisation's management and should be investigated and resolved in terms of the reengineering plan to be suggested.

This is further where an item analysis is very useful, as it will point to where the personnel experience the most or severest problems.

Requires some attention. Rating: -6 to -14.

In all likelihood the organisation has identified this issue as being a problem and have started talking about this problem. The fact that this dimension falls in this rating

indicates that the personnel at least perceive this problem as being discussed. Unfortunately as this rating is still very low the perception may be that management is only giving this problem some lip service and not actually started addressing the problem with appropriate goals and action plans.

Once again this may not altogether be the case and the actual problem could actually be poor communication in terms of the organisational direction. The management may in fact actually have put something towards resolving problems surrounding this dimension into place, but have made a poor job of informing personnel about this.

Falling into this rating category should however still serve as a warning to management, as it may be found that personnel may not commit themselves to any initiative implemented in resolving these problems as the perception of "all talk and no action" exists.

It is suggested that should any dimension fall into this category, every item should also be analysed and be discussed in terms of the suggested reengineering plan.

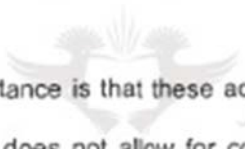
Has been recognised as a problem, initiated some action plans.

Rating: -4 to 4

Should the particular dimension fall into this rating category, personnel probably recognise that the organisation has identified this issue as being a problem and that some goals and action plans have been initiated towards resolving these issues.

Any work or action plans directed towards resolving any problem would require that resources be allocated, in terms of money and personnel.

In this case it may also mean that the communication in terms of what is being done to resolve problems have been better communicated and that personnel are actually aware of what the organisations plans are.



Of greater importance is that these action plans are actually implemented and that the organisation does not allow for complacency and be satisfied with the current situation. Personnel should "buy into" what is being done so that they may offer support and provide momentum towards the actual activities derived from the actual action plans.

Action plans have been implemented to try and resolve these issues.

Rating: 6 to 14.

Goals and action plans have been formulated and actually been implemented towards the se issues. Personnel actually have experienced and see that work is being done to assist the organisation achieve its goals in respect of these particular dimensions.

The personnel have probably taken "ownership" of this and are offering support and a willingness to participate in any action towards realising these goals. It is evident that they probably feel that the management has gone beyond the talking and philosophising stage and really moved towards the actual resolving of issues surrounding this dimension.

On the other hand this may be indicative of a good communication system as personnel know about and are aware of what work is being done within the organisation.

Results in terms of these issues are being realised. Rating: 16 to 22.

Results have actually been noted by personnel in terms of the work that has been done around these issues. Personnel have thus heard about, observed and noted the work being done and now actually experiencing its results.

When a rating in this category is acquired it is indicative of a strong communication system and that success has been obtained in respect of the connections that have been made by personnel in terms of the plans, efforts and results obtained by the organisation.

Reengineering suggestions may also revolve around items that fall into these last three categories in order that a comprehensive and holistic plan may be put forward

Figure E.1 Mckinsey 7s's Strategic Readiness Survey-Interpretation Sheet (Malan, 2003)

Appendix F. Response Count Charts-Neither Agree Nor Disagree

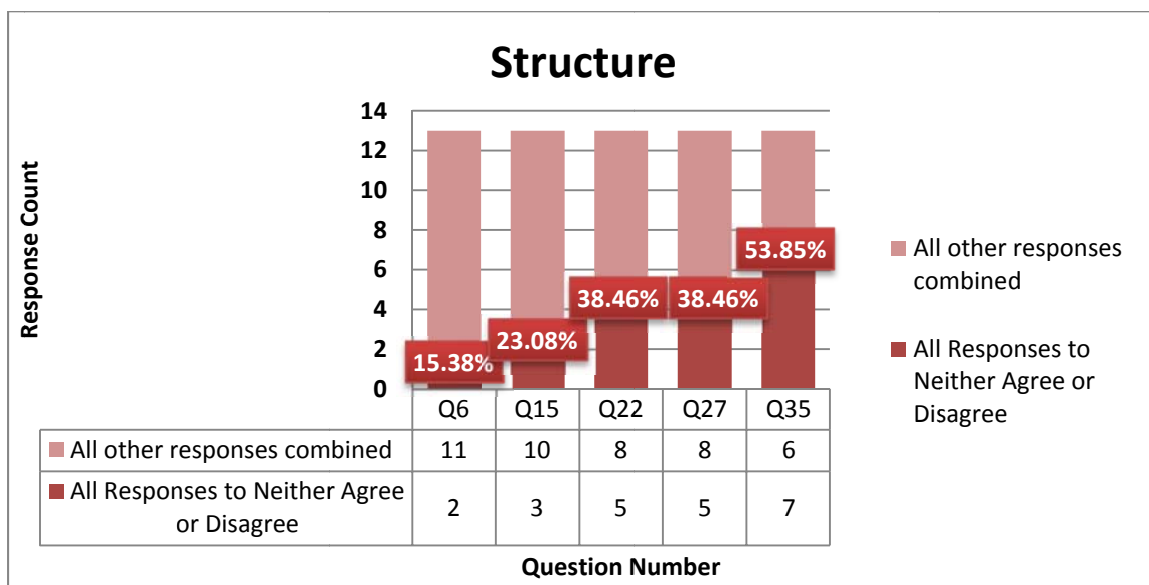


Figure F.1 Response Count Charts-Neither Agree Nor Disagree (Structure)

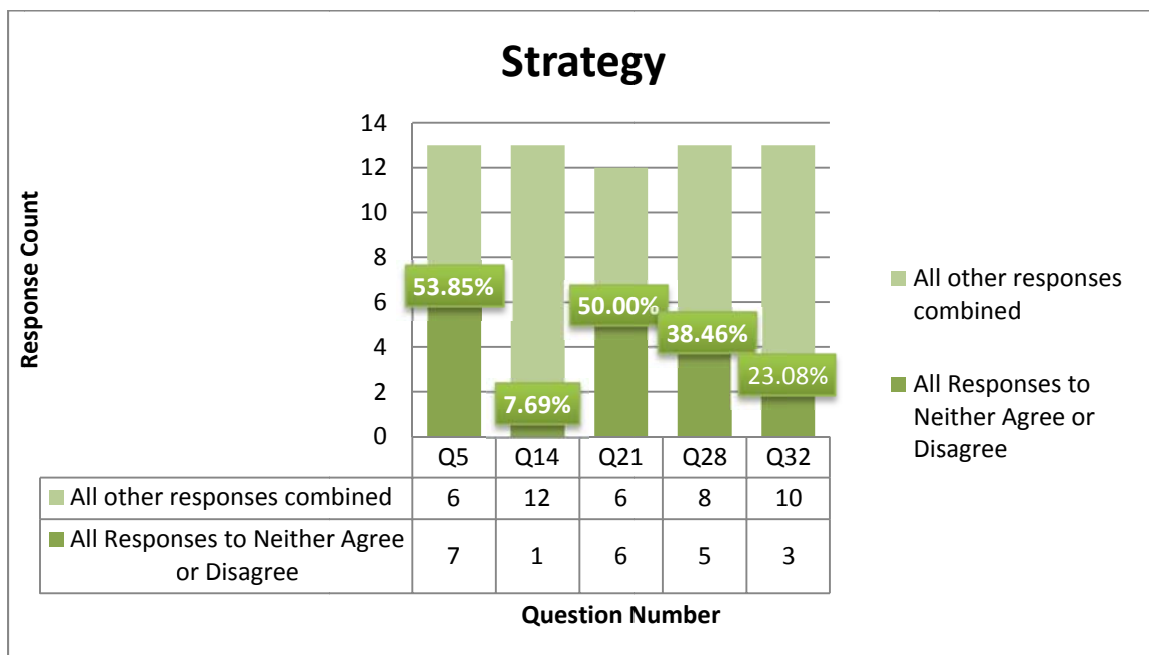


Figure F.2 Response Count Charts-Neither Agree Nor Disagree (Strategy)

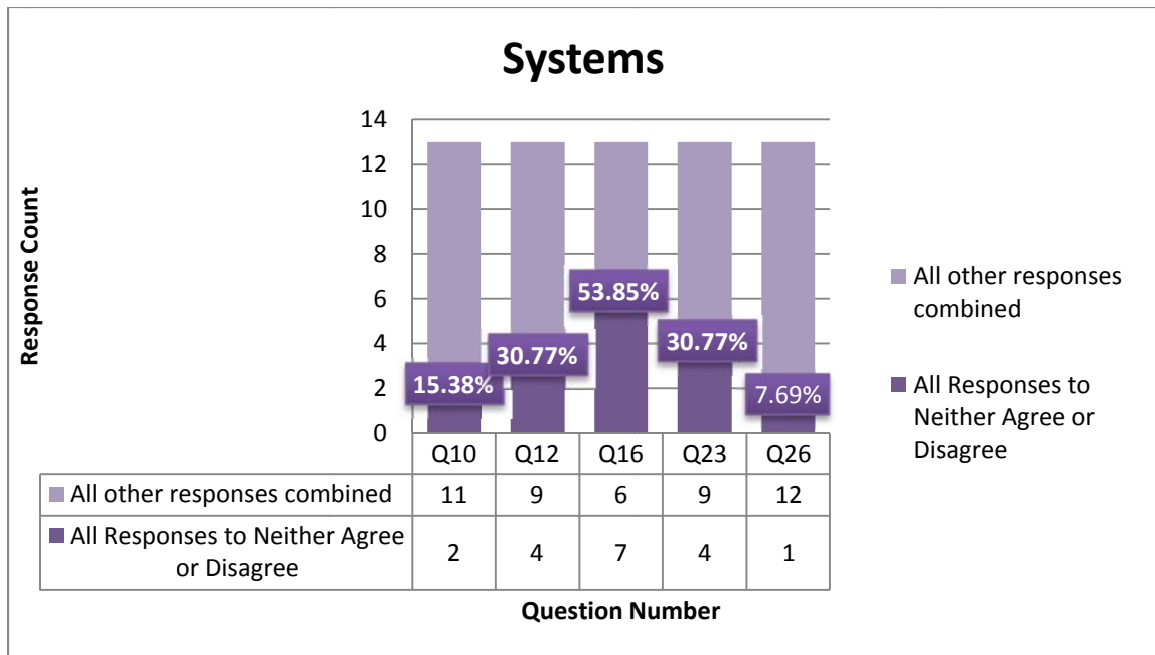


Figure F.3 Response Count Charts-Neither Agree Nor Disagree (Systems)

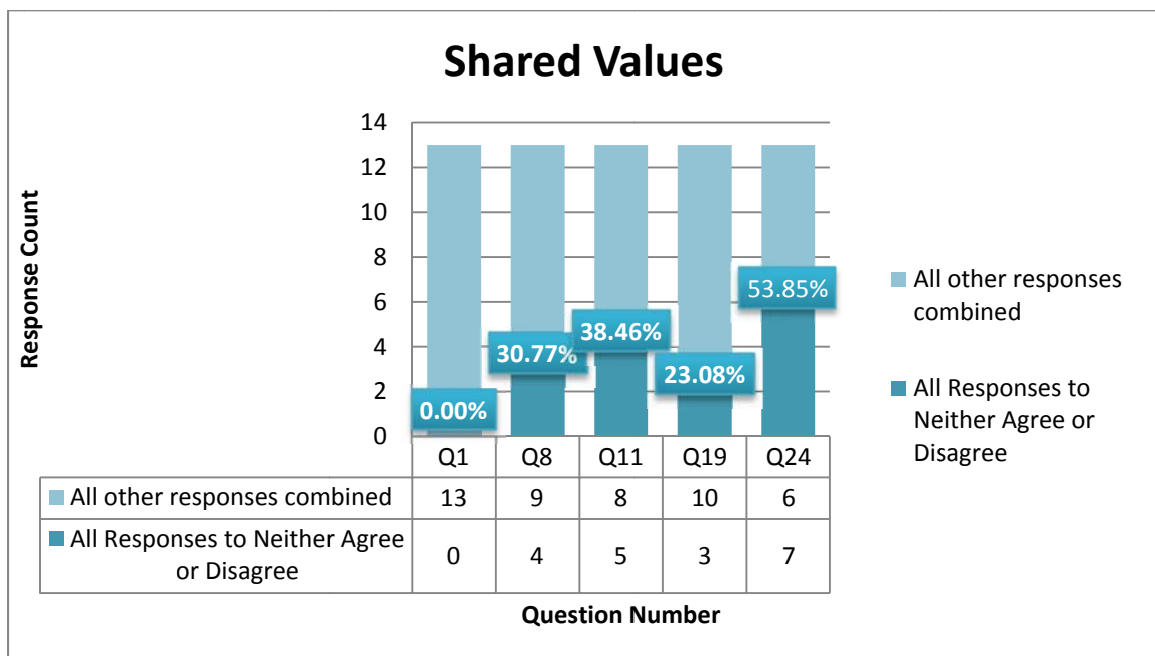


Figure F.4 Response Count Charts-Neither Agree Nor Disagree (Shared Values)

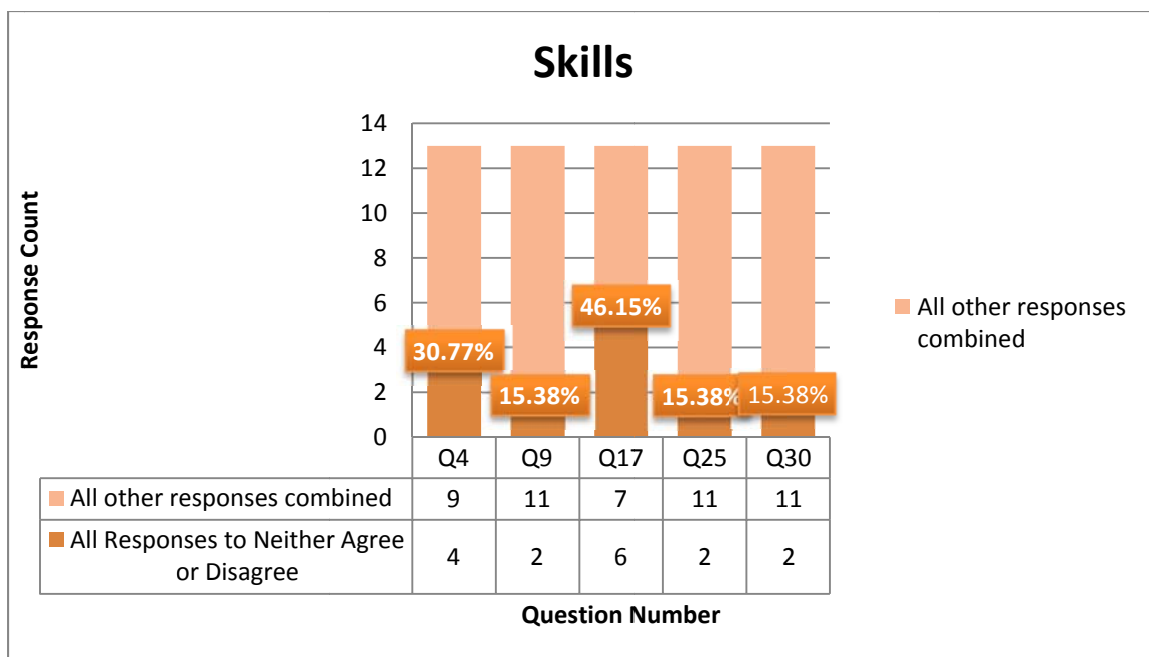


Figure F.5 Response Count Charts-Neither Agree Nor Disagree (Skills)

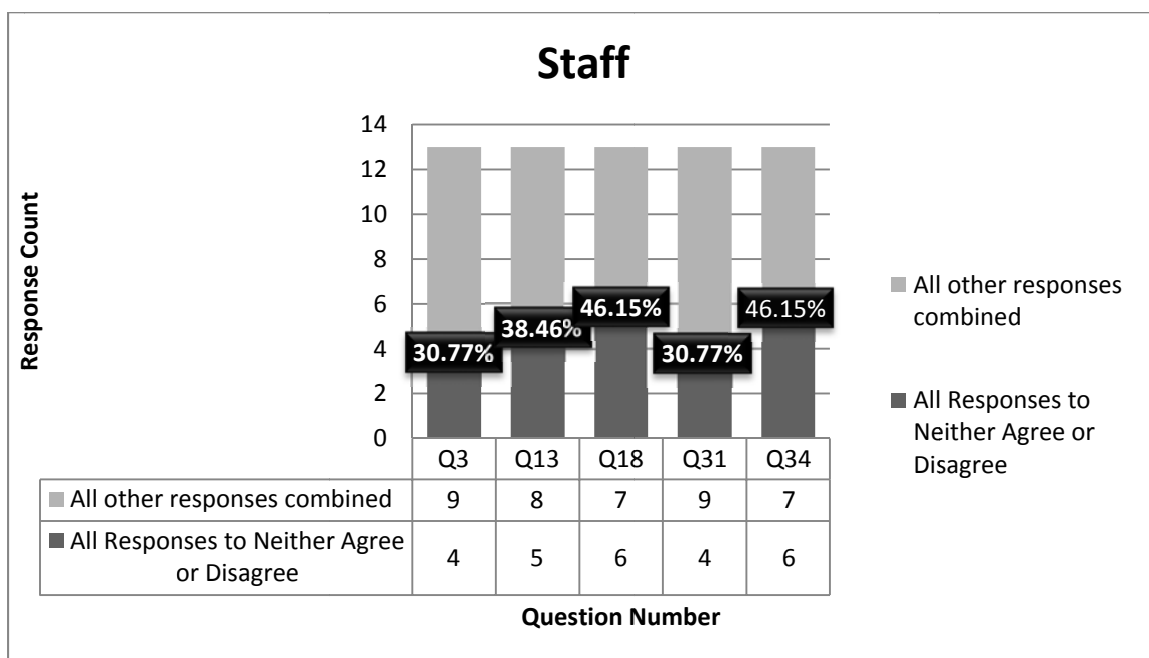


Figure F.6 Response Count Charts-Neither Agree Nor Disagree (Staff)

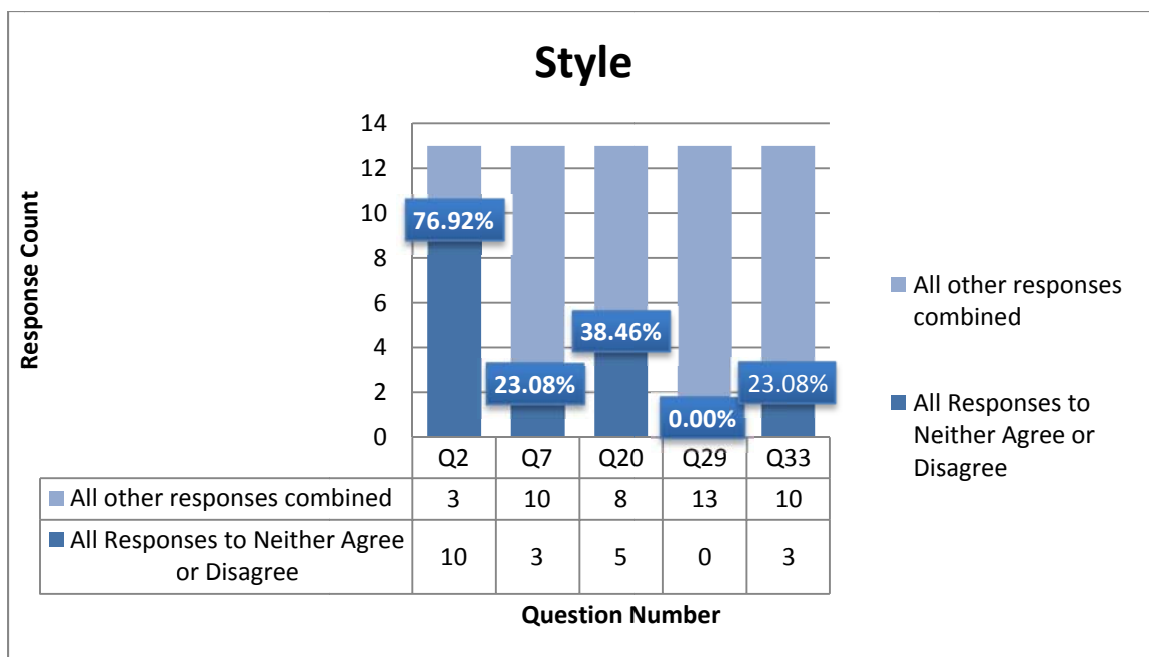


Figure F.7 Response Count Charts-Neither Agree Nor Disagree (Style)